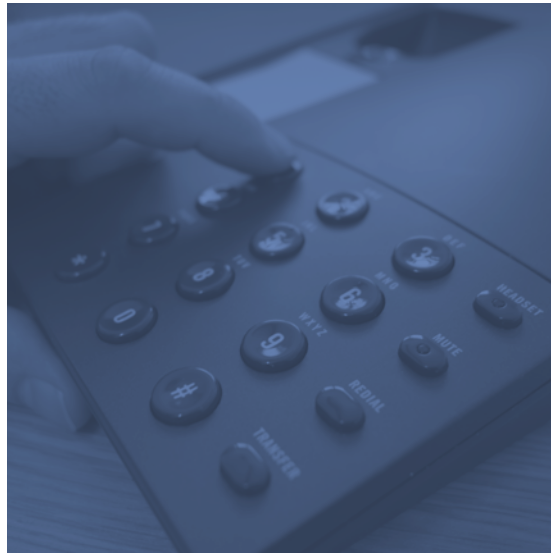




HM INSPECTORATE OF CONSTABULARY IN SCOTLAND

Review of Legacy Inspection Recommendations

July 2014





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Produced for Her Majesty's Inspectorate of Constabulary in Scotland by APS Group Scotland,
21 Tennant Street, Edinburgh EH6 5NA

DPPAS31733 (07/14)

Laid before the Scottish Parliament by Her Majesty's Inspector of Constabulary in Scotland under
section 79(3) of the Police and Fire Reform (Scotland) Act 2012

Published by HMICS, July 2014

ISBN: 978-1-910165-04-1

HMICS/2014/02



HM Inspector of Constabulary in Scotland

HM Inspectorate of Constabulary in Scotland (HMICS) is established under the Police and Fire Reform (Scotland) Act 2012¹ and has wide ranging powers to look into the ‘state, effectiveness and efficiency’ of both the Police Service of Scotland (Police Scotland) and the Scottish Police Authority (The Authority)².

We have a statutory duty to ensure that the Chief Constable and the Authority meet their obligations in terms of best value and continuous improvement. If necessary, we can be directed by Scottish Ministers to look into anything relating to the Authority or Police Scotland as they consider appropriate. We also have an established role in providing professional advice and guidance on policing in Scotland.

- Our powers allow us to do anything we consider necessary or expedient for the purposes of, or in connection with, the carrying out of our functions.
- The Authority and the Chief Constable must provide us with such assistance and co-operation as we may require to carry out our functions.
- When we publish a report, the Authority and the Chief Constable must also consider what we have found and take such measures, if any, as they think fit.
- Where we make recommendations, we will follow them up and report publicly on progress.
- We will identify good practice that can be applied across Scotland.
- We work with other inspectorates and agencies across the public sector and co-ordinate our activities to reduce the burden of inspection and avoid unnecessary duplication.
- We aim to add value and strengthen public confidence in Scottish policing and will do this through independent scrutiny and objective, evidence-led reporting about what we find.

Our approach is to support Police Scotland and the Authority to deliver services that are high-quality, continually improving, effective and responsive to local needs.

This Thematic Inspection was undertaken by HMICS in terms of the Section 74(2)(a) of the Police and Fire Reform (Scotland) Act 2012 and laid before the Scottish Parliament in terms of Section 79(3) of the Act.

¹ Police and Fire Reform (Scotland) Act 2012, Chapter 11

² Police and Fire Reform (Scotland) Act 2012, Section 74(2)(a)

Contents

	Page
Our Review	5
Key Findings	6
Recommendations	7
Summary	
Introduction	8
HMICS Legacy Recommendations	9
Serious Fraud	9
Quality of service and feedback to users of police services in Scotland	11
Domestic Abuse	14
Joint Thematic Report on the Proceeds of Crime Act (POCA) 2002	15
Victims in the Criminal Justice System I	16
Victims in the Criminal Justice System II	17
Conclusion	20



Our Review

The aim of this review was **to assess all outstanding recommendations from HMICS thematic inspections conducted since 2008 to ensure all relevant improvement activity has been captured and taken forward by Police Scotland.**

This review provides a single source document containing legacy recommendations made by HMICS to the eight legacy police forces and the Association of Chief Police Officers in Scotland, (ACPOS), which had not been completed prior to the creation of Police Scotland. It provides a definitive assessment of the progress made in relation to these recommendations and gives greater clarity to Police Scotland in terms of what, if any, outstanding action may still be required. Importantly, this review ensures that the value from all HMICS thematic inspections conducted since 2008 is captured and taken forward by Police Scotland.

We have reviewed each of our legacy recommendations. This entailed an examination of Police Scotland's current position with respect to each recommendation, discussions with the relevant service lead and, where appropriate, an examination of relevant policies and standing operating procedures. We used this information to assess whether the recommendations still required further action (open) or whether there was sufficient evidence to conclude that it had been fully completed or was no longer relevant (closed). Where any legacy recommendations were still considered relevant, these have been reframed to reflect the current policing landscape and refreshed into new recommendations that are specific to Police Scotland.

The review does not assess legacy recommendations that relate to our current Thematic Reviews of CONTEST (published June 2014) and Custody (which will be published in July 2014)³. The assessment of legacy recommendations pertaining to CONTEST and Custody will be incorporated into these Thematic Reviews and where relevant, reframed and refreshed into new recommendations.

This combined approach will ensure that all outstanding recommendations from HMICS thematic inspections conducted since 2008 will be objectively assessed and that Police Scotland can move forward with clarity over what, if any, improvement activity is still required from legacy inspections.

³ <http://www.hmics.org/publications/hmics-scrutiny-plan-2014-2015>

Key Findings

- Prior to the creation of Police Scotland on 1 April 2013 there were 33 legacy recommendations and one suggestion that remained outstanding from the eight legacy police forces and the Association of Chief Police Officers in Scotland (ACPOS).
- Included within the 33 legacy recommendations that remained outstanding, there were 15 recommendations that related to CONTEST. These have been reviewed separately as part of our Thematic Review of CONTEST⁴.
- Included within the 33 legacy recommendations that remained outstanding, there were nine recommendations that related to the custody and care of prisoners. These have been reviewed separately as part of our Thematic Review of Custody⁵.
- From our assessment of the remaining nine legacy recommendations and one suggestion, we either found evidence of sufficient progress by Police Scotland to consider them discharged or assessed them to have been superseded by new legislation or are no longer relevant and can be now closed.
- We have made one new recommendation for Police Scotland to create and publish guidance setting out the entire process for dealing with members of the public who call for assistance on non-crime related matters.
- **We are satisfied that all outstanding recommendations covered in this report from HMICS thematic inspections conducted since 2008 have now been closed and that all relevant improvement activity has been captured and will be taken forward by Police Scotland.**

⁴ <http://www.hmics.org/publications/thematic-review-contest-prepare-2013>

⁵ Accessible via the following link in late July 2014 – <http://www.hmics.org/>



Recommendations

The following has been identified from our assessment of the legacy recommendations and relates to an area where we consider further improvement is still possible. This has been reframed to reflect the current policing landscape and refreshed into a new recommendation that is specific to Police Scotland.

Recommendation No. 1: We recommend that Police Scotland create and publish details of the service that members of the public can expect to receive when they call the police. This should be supported by clear internal guidance which focuses on quality of service. Police Scotland should also develop and publish performance information on how these service standards are being met.

We will monitor progress against this recommendation and report our findings as part of our annual reporting process.

Summary

Introduction

1. The recommendations considered by this review related to thematic inspections conducted between 2008 and 2013 by HMICS and partner inspectorates, including:
 - Inspectorate of Prosecution in Scotland (IPS);
 - Her Majesty's Fire Service Inspectorate in Scotland (HMFSI); and
 - Her Majesty's Inspectorate of Prisons for Scotland (HMIPS).
2. These inspections generated over 200 recommendations and 12 suggestions for the eight legacy Scottish forces, the Association of Chief Police Officers Scotland (ACPOS), the Scottish Crime and Drugs Enforcement Agency (SCDEA), the Scottish Police Services Authority (SPSA), the Scottish Government and the criminal justice agencies related to our partner inspectorates. Following the publication of thematic inspection reports, HMICS requested and received an implementation plan from the body that the recommendation was intended for. The implementation plans were reviewed at regular intervals and all outstanding recommendations refreshed on an annual basis.
3. Prior to the creation of Police Scotland on 1 April 2013, there were a total of 33 legacy recommendations and one suggestion that still remained outstanding from the eight legacy police forces and ACPOS.
4. This report provides an assessment of the nine legacy recommendations and one suggestion contained within the following HMICS Thematic Reports:
 - Serious Fraud – 2008;
 - Quality of service and feedback to users of police services in Scotland – 2008;
 - Domestic Abuse – 2008;
 - Joint Thematic Report on the Proceeds of Crime Act 2002 – 2009;
 - Victims in Criminal Justice System I – 2010;
 - Victims in Criminal Justice System II – 2011; and
 - Review of Incident and Crime Recording – 2013.



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5. Included within the total of 33 outstanding legacy recommendations were 15 recommendations contained within the following CONTEST thematic inspections reports:
 - CONTEST Prevent – 2008; and
 - CONTEST Prepare – 2011.
 6. These have been excluded from the scope of this review and have been considered separately as part of our thematic reviews of CONTEST, which was published by HMICS in June 2014.
 7. The remaining nine recommendations relate to the custody and care of prisoners and were contained within the following HMICS Thematic reports:
 - Care of detained and arrested children – 2008;
 - Medical services for people in police custody – 2008; and
 - Care and welfare of persons detained in police custody in Scotland – January 2013.
 8. These have been excluded from the scope of this review and will be assessed separately as part of our thematic review of Custody, which will be published by HMICS in July 2014.

HMICS Legacy Recommendations

Serious Fraud⁶ (Published May 2008)

9. **Background:** This inspection examined how the police service in Scotland addresses serious fraud. The inspection focused on:
 - the strategic approach to fraud, including prevention and detection;
 - the treatment of victims;
 - the availability of the relevant skills needed for complex fraud investigations; and
 - the partners involved in preventing, and responding to, fraud.

⁶ <http://www.hmics.org/publications/serious-fraud>



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10. The aim of the recommendations in the report was to ensure a more systematic approach to understanding and handling fraud, recognising the need to work with relevant stakeholders across the UK. The report made seven recommendations to the Scottish Government and the eight legacy forces. One recommendation remained open as of 1 April 2013, namely:

Original Recommendation (No. 1): *That the Scottish Government consults with stakeholders, including the Crown Office & Procurator Fiscal Service (COPFS) and the Association of Chief Police Officers in Scotland (ACPOS), to make certain that legislation, process and interventions relating to fraud in Scotland are no less comprehensive or robust than they are elsewhere in the UK.*

11. **Our Assessment:** The position in relation to this recommendation is that the Scottish Government published a National Counter Fraud Strategy⁷ in 2012. Police Scotland established the Scottish Financial Resilience Group in 2013 to provide strategic governance for national fraud issues. This is currently chaired by an Assistant Chief Constable and membership includes a range of public sector and private organisations. This allows for the strategic consideration of issues relating to national resilience, including fraud, links with United Kingdom institutions and facilitates comparison with other jurisdictions. We are therefore content that the requirements of this recommendation have been met in full.
12. **Conclusion:** *This recommendation is now discharged and can be CLOSED.*

⁷ <http://www.scotland.gov.uk/Topics/Government/Finance/spfm/fraud/fraudannexa>



Quality of service and feedback to users of police services in Scotland⁸ (Published May 2008)

13. **Background:** This inspection looked at the way police forces in Scotland engage with, and provide feedback to, members of the public who call the police to report something. This included all requests for service, not just reports of crime. It examined the policies, practices and procedures which forces had in place to:
- negotiate the type of police response to the call;
 - inform callers of police action taken in response to the call, once this has been completed (i.e. provide *feedback*); and
 - assess callers' levels of satisfaction with the feedback they receive.
14. The report made seven recommendations to the Scottish Government and the eight legacy forces. Two recommendations remained open as of 1 April 2013, namely:

Original Recommendation (No. 2): *That all forces publish details of the service that members of the public can expect to receive when they call the police. In order to promote a consistency across the Service that nevertheless acknowledges local force variations in service delivery; we propose that this take the form of a national minimum standard agreed by ACPOS that can then be tailored to take account of local differences. Publications should be sufficiently detailed that the public can understand what the police can and cannot do in various circumstances.*

Original Recommendation (No. 4): *That all forces have clear internal guidance on dealing with members of the public. This should focus on quality of service and with a specific requirement to manage expectations and provide feedback about progress as necessary. This guidance should set out the entire process for dealing with service users, from beginning to end, and define the relationships between the various parts of that process. Appropriate systems to promote compliance will be required.*

⁸ <http://www.hmics.org/sites/default/files/publications/Thematic%20-%20Quality%20of%20service.pdf>



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15. **Our Assessment:** Recommendation 2 sought to encourage the publication of minimum standards of service delivery in call handling. Some forces published service standards but there was no single national standard progressed through the eight distinct forces. This and Recommendation 4 were not discharged in anticipation of the formation of the single service in Scotland. Police Scotland has now introduced standard operating procedures relating to call management and command and control. These include directions in relation to quality of service and the provision of information to members of the public on the status of their call. A number of performance indicators are monitored to ensure compliance with standards. These include:
- Grade of service (speed of response);
 - Percentage of calls answered;
 - Quality of contact;
 - Effectiveness of response; and
 - First contact resolution.
16. In addition, area control room staff across Scotland are now required to update callers in the event of delays in police attendance.
17. We welcome the significant progress made by Police Scotland, but note that Recommendation 2 required forces to publish this information so that the public are fully aware of the level of service they can expect to receive. This information has not yet been made available to the public. Given the major changes to call handling arrangements across Scotland and the rationalisation of police control rooms⁹, we believe that information on the level of service that the public can expect to receive in relation to call handling should still be developed and made publicly available. These service standards should be sufficiently detailed that the public can understand what Police Scotland can and cannot do in various circumstances. We also believe that Police Scotland should develop and publish performance information on how these service standards are being met. This will assist in managing public expectations and provide a baseline against which the Service can monitor and publicly report on its call handling performance. This approach should maintain public confidence and provide opportunities for the enhanced scrutiny of any new call handling arrangements.

⁹ <http://www.spa.police.uk/assets/126884/207268/item5>



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18. We note that Recommendation 4 required legacy forces to introduce guidance that covered ‘the entire process for dealing with service users, from beginning to end’. While the *Victims and Witnesses (Scotland) Act 2014* places new obligations on Police Scotland in dealing with victims and witnesses in criminal investigations and proceedings, these do not extend to members of the public who may call for assistance on non-crime related matters. Compliance with this new legislation will satisfy the outstanding recommendations from both the HMICS *Victims in the Criminal Justice System I & II* reports, (see paragraphs 31-47), but will not in itself discharge the outstanding recommendations around quality of service. We therefore believe that there is still a requirement for Police Scotland to develop clear internal guidance, setting out the entire process for dealing with members of the public who call for assistance on non-crime related matters. This should focus on quality of service and provide feedback about progress as necessary.
19. **Conclusion: *We welcome the significant progress made by Police Scotland, but consider that work is still required to fulfil the original aims of these recommendations. Given the major changes to call handling arrangements across Scotland and the rationalisation of Police Control Rooms, we believe these aims are still relevant. We consider that both outstanding legacy recommendations should be closed and carried forward as a new single recommendation directed to Police Scotland.***

New Recommendation 1:

We recommend that Police Scotland create and publish details of the service that members of the public can expect to receive when they call the police. This should be supported by clear internal guidance which focuses on quality of service. Police Scotland should also develop and publish performance information on how these service standards are being met.



Domestic Abuse¹⁰ (Published August 2008)

20. **Background:** This thematic inspection focused on specific aspects of the police response to domestic abuse, taking into account the aims of the joint protocol between ACPOS and the Crown Office and Procurator Fiscal Service (COPFS)¹¹. It focused on how forces identified and handled incidents of repeat victimisation. Its intention was to identify areas of good practice and make recommendations on how procedures might be improved.
21. The report made five recommendations for the eight legacy forces, SPSA and ACPOS. One recommendation remained open as of 1 April 2013, namely:
22. **Original Recommendation (No. 1):** *That the requirement for a national database of perpetrators and victims be urgently addressed by all forces.*
23. **Our assessment:** Despite difficulties in all legacy forces agreeing a single national system for recording Domestic Abuse, an interim *Vulnerable Persons Database* (VPD) covering:
 - child concerns (including GIRFEC and Youth Offending);
 - adult concerns;
 - domestic abuse; and
 - hate incidents.
24. It was successfully introduced by Police Scotland during 2013-14. This system is now operational across all 14 police divisions throughout Scotland, and supports the wider national management of vulnerable persons, including domestic abuse. The introduction of the system was supported by a national training programme on vulnerability and forms part of a major initiative by Police Scotland to improve its response to domestic abuse.
25. This interim solution is intended to complement the existing databases in legacy force areas. Work is now underway to develop a longer-term solution within the i6 Project, which seeks to develop standard national ICT systems. We are satisfied that the interim solution is sufficient to meet the requirements of this recommendation.
26. **Conclusion:** *This recommendation is now discharged and can be CLOSED.*

¹⁰ <http://www.hmics.org/publications/domestic-abuse>

¹¹ http://www.scotland.police.uk/assets/pdf/keep_safe/175573?view=Standard



Joint Thematic Report on the Proceeds of Crime Act (POCA) 2002¹² (Published October 2009)

27. **Background:** The remit of this joint inspection with the Inspectorate of Prosecution in Scotland (IPS) was to inspect the arrangements in police forces and the Crown Office and Procurator Fiscal Service (COPFS) for implementing the Proceeds of Crime Act 2002 in Scotland. It sought to:
- review the processes and systems used by police forces and COPFS;
 - examine compliance with police/ACPOS and COPFS policy;
 - review inter-agency working arrangements between police, COPFS and other criminal justice partners; and
 - identify and promote good practice, and make recommendations for improving the Services.
28. The report made four recommendations and four suggestions for the eight legacy forces, ACPOS and COPFS. One recommendation remained open as of 1 April 2013, namely:
- Original Recommendation (No. 1):** *That as a matter of routine, the use of the Proceeds of Crime Act be mainstreamed within the police service in Scotland and COPFS so that from intelligence gathering to investigation and prosecution: (a) all confiscation opportunities are considered and where appropriate brought into effect against the full spectrum of relevant crime as provided in the Proceeds of Crime Act 2002; and (b) where it is clear that criminal proceedings are not appropriate, that civil recovery (and taxation) provisions are considered at an early stage of investigations and that a direct route is made available to the Civil Recovery Unit in clearly defined circumstances.*
29. **Our Assessment:** The national Financial Investigation structure within Police Scotland has built on best practice from legacy forces and agencies. There are national POCA and Expedited Referrals targets within Police Scotland Performance Indicators for 2013-14. The Scottish Multi-Agency Asset Recovery Team (SMAART) structure encourages early consideration of POCA/Taxation tactics as outlined in the recommendation. POCA champions have been initiated in every territorial division supported by financial investigation and liaison structures to encourage all confiscation opportunities. Seminars were held in June 2013 for officers from Constable to Inspector. These provided information on POCA and mainstreaming

¹² <http://www.hmics.org/publications/proceeds-crime-act-2002>



the tactics to the operational/community level. Results to date indicate these measures are producing practical gains in terms of assets identified, cash seizures and expedited referrals. We are content that the requirements of this recommendation have been met in full.

30. **Conclusion:** *This recommendation is now discharged and can be CLOSED.*

Victims in the Criminal Justice System (I)¹³ (October 2010)

31. **Background:** This inspection was the first in what was intended to be a series of four joint inspections by the IPS and HMICS into how victims are treated within the criminal justice system in Scotland. The inspection focused on the three main objectives of the Scottish Government document *The Scottish Strategy for Victims*:

- To ensure information provision to victims (both in respect of the criminal justice system generally but also concerning the case in which they are involved).
- To ensure provision of emotional and practical support to victims.
- To achieve greater participation by victims in the criminal justice system.

32. The first phase focused on victims of summary crime which did not result in court proceedings with the case being dealt with by way of caution, warning letter, direct measure or no proceedings.

33. The report made ten recommendations for the eight legacy forces, ACPOS, COPFS and the Scottish Government. Two recommendations remained open as of 1 April 2013, namely:

Original Recommendation (No. 9): *That COPFS and police forces reach agreed protocols about which agency provides information at different stages of cases to ensure all victims have basic information about the progress of the case in which they are involved and who/where to contact for further information they require.*

Original Recommendation (No. 10): *Police forces, COPFS and the Scottish Government should ensure that their approaches to dealing with victims pursuant to the Strategy recognise that the majority of victims' cases will not proceed to court and will not receive the focus and support that the status of being a witness attracts.*

¹³ <http://www.hmics.org/publications/victims-criminal-justice-system-i>



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34. **Our Assessment:** Discussions between the Police Service and COPFS to address these closely linked recommendations had taken place prior to the formation of Police Scotland, but agreement had not been reached on where responsibility lay for the provision of information. The enactment of the *Victims and Witnesses (Scotland) Act 2014* has now superseded the aims of these recommendations by creating a statutory duty on organisations within the justice system to set clear standards of service for victims and witnesses, to have regard to certain general principles and giving victims and witnesses new rights to certain information about their case.
35. We are therefore satisfied that the statutory obligations placed on Police Scotland by the *Victims and Witnesses (Scotland) Act 2014* will discharge these outstanding legacy recommendations. We also note the statutory obligation now placed on the Chief Constable to prepare and publish an annual report providing an assessment of how the standards of services have been met. This will provide further visibility in terms of the response by Police Scotland and opportunities for comment and scrutiny by HMICS and others.
36. **Conclusion:** *Both recommendations have been superseded by the Victims and Witnesses (Scotland) Act 2014 and can be CLOSED.*

Victims in the Criminal Justice System (II)¹⁴ (November 2011)

37. **Background:** This was the second joint inspection by the IPS and HMICS into how victims are treated within the criminal justice system in Scotland. The inspection again used the three main objectives of the '*The Scottish Strategy for Victims*' as its basis but in this phase dealt with cases in which court proceedings were commenced at a summary level either in the Sheriff Court or Justice of the Peace Court.
38. The report made 12 recommendations and four suggestions for the eight legacy forces, ACPOS and COPFS. Two recommendations and one suggestion remained open as of 1 April 2013, namely:
- Original Recommendation (No. 3):** *Service Standards for Feedback to Victims of Crime – Chief Constables should ensure that police forces set, publish and deliver clear service standards for proactively updating victims of crime.*

¹⁴ <http://www.hmics.org/publications/victims-criminal-justice-system-ii>



Original Recommendation (No. 5): *Victim Marker on SPR – Chief Constables, through the ACPOS Criminal Justice Business Area and COPFS should amend the format of the Standard Police Report to include a tag or marker that identifies a victim of crime in the report and differentiates them from other witnesses.*

Original Suggestion (No. 1): *Police recording of contact with victims of crime – Chief Constables should introduce policies that will ensure contact between police forces and a victim of crime is recorded.*

39. **Our Assessment:** As highlighted above, there are overlaps between the legacy recommendations from this report, from *Victims in the Criminal Justice System I*, (see paragraphs 31-36) and *Quality of Service and Feedback to Users of Police Services in Scotland* (see paragraphs 13-19). Our review found that these matters have been the subject of discussion between the police and COPFS and some progress has been made to address the areas of concern.
40. Police Scotland has introduced operating procedures to cover the information provided to members of the public relating to the initial response to calls (e.g. if officers are delayed en route). It has also introduced Standard Operating Procedures relating to victim support. This stipulates at Local Area Command level, that during the course of a police enquiry into a crime or offence, the victim will be formally updated with relevant information as regards the police position and any action taken. However, these procedures have not been published. COPFS, in recognising the role of the victim who was not a witness, introduced a dedicated witness and victim champion and has published commitments to victims and witnesses¹⁵.
41. Some specific elements of recommendations, such as amending the format of the Standard Police Report and agreed protocols about which agency provides information at different stages of cases, have been hindered by lack of single IT systems and capacity issues. This has meant that these recommendations were not fully implemented.
42. The enactment of the *Victims and Witnesses (Scotland) Act 2014* has provided some clarity on what the services must provide and has in effect superseded the outstanding recommendations. Section 1 of the Act requires that the Chief Constable must have regard to the principles of the Act, which are:
- (a) that a victim or witness should be able to obtain information about what is happening in the investigation or proceedings;

¹⁵ <http://www.copfs.gov.uk/publications/victims-and-witnesses?showall=&limitstart=>



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- (b) that the safety of a victim or witness should be ensured during and after the investigation and proceedings;
- (c) that a victim or witness should have access to appropriate support during and after the investigation and proceedings; and
- (d) that, in so far as it would be appropriate to do so, a victim or witness should be able to participate effectively in the investigation and proceedings.
43. Section 2 of the Act requires the Chief Constable to set and publish standards of service in relation to a person who is or appears to be a victim or witness in relation to a criminal investigation or criminal proceedings, and a procedure for making and resolving complaints about the way in which the person carries out those functions.
44. Section 3 of the Act requires the Chief Constable to prepare and publish an annual report providing an assessment of how the standards have been met; how they will continue to be met during the next year; a description of any modification of the standards made during the period of the report, and a description of any modification of the standards that are proposed during the year after the period of the report.
45. The Act makes clear the requirement for standards to be published on how the police deal with victims and witnesses in criminal investigations or criminal proceedings. We are therefore satisfied that the statutory obligations placed on Police Scotland by the *Victims and Witnesses (Scotland) Act 2014* will supersede original Recommendation No. 3 and original Suggestion No. 1. **These can now be considered closed.** As stated above, the publication of an Annual Report by the Chief Constable will provide visibility in terms of compliance and opportunities for further comment and scrutiny by HMICS and others.
46. In terms of the original Recommendation No. 5, this has now been included with other ICT requirements needed to support the *Victims and Witnesses (Scotland) Act 2014* and will be delivered as part of the i6 development project, which seeks to introduce standard ICT systems for a number of police activities across Scotland. Given the scope of the i6 development project is now agreed and the implementation subject to both internal and external governance arrangements, we assess that this recommendation is no longer relevant and can be closed.
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47. **Conclusion: *Both Recommendation No. 3 and Suggestion No. 1 have been superseded by the Victims and Witnesses (Scotland) Act 2014 and can be CLOSED. Recommendation No. 5 is now being progressed as part of the i6 development project and can be CLOSED.***

Conclusion

48. We are satisfied that all outstanding recommendations covered in this report from HMICS thematic inspections conducted since 2008 have now been closed and that all relevant improvement activity has been captured and will be taken forward by Police Scotland.
49. However, we have identified an area where we consider further improvement is still possible. A refreshed recommendation, reframed to reflect the current policing landscape is being made as follows:

We recommend that Police Scotland create and publish details of the service that members of the public can expect to receive when they call the police. This should be supported by clear internal guidance which focuses on quality of service. Police Scotland should also develop and publish performance information on how these service standards are being met.

**HMICS
July 2014**



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About Her Majesty's Inspectorate of Constabulary in Scotland

HMICS operates independently of Police Scotland, the Scottish Police Authority and the Scottish Government. Under the Police and Fire Reform (Scotland) Act 2012, our role is to review the state, effectiveness and efficiency of Police Scotland and the Scottish Police Authority. We support improvement in policing by carrying out inspections, making recommendations and highlighting effective practice.

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ISBN: 978-1-910165-04-1